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**MEMORANDUM FOR: Deputy Director for Intelligence****SUBJECT : Reducing On-Duty Strength During FY 1965**

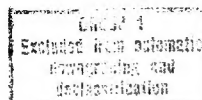
1. The Director of Personnel recently compiled and forwarded to me the first report of current Agency-wide plans and efforts to reduce our on-duty personnel strengths to approved ceiling levels.

2. The report indicates that within the Intelligence Directorate there are eight components with current strengths which are over ceiling. Of this group all but two have submitted plans for reducing to ceiling strength by the end of the fiscal year if not (as in one case) by 31 May 1965. With respect to the six components with apparently adequate plans, I am sure that these plans are well-considered but feel it necessary to express a few words of caution as follows:

a. Components which have projected personnel losses through regular attrition factors such as resignation and LWOP should be alert for unexpected and unpredictable changes in these attrition rates. Alternate plans for accomplishing losses may be necessary.

b. A careful marriage between personnel ceiling and dollars allocated has been made. Accordingly, any stretch out of reduction can result in a shortage of personnel funds in your Directorate.

c. When planning the specific personnel losses needed to reach ceiling levels, the components should continue to keep in mind the types of actions directed by Action Memorandum A-410, dated 27 July 1964.

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3. It appears from your reports that OO/ [ ] and [ ] have not yet developed adequate plans for reducing personnel strengths to ceiling levels by year's end. I do not believe that reliance upon unexpected retirements and unprojected unknown attrition represents adequate planning for the specific objective of reducing strengths by known amounts. I also do not believe that the general identification of a number of employees by name for possible reassignment represents a tight plan for action. You are requested to reconsider the staffing situations within the two components concerned and, in concert with the Director of Personnel and the Agency Manpower Control Officer, propose new, specific, and vigorous plans for reducing strengths to the degrees required.

4. I have instructed the Director of Personnel and the Director of Budget, Program Analysis and Manpower to insure continuous monitoring and updating of the reporting required under Action Memorandum A-417. This rigid overview is essential if the Agency is to meet the commitments on manpower levels set forth to the President and the Bureau of the Budget. We must avoid the traditional last-minute race to meet deadlines on force levels or by inaction, precipitate undesirable limitation on our room to maneuver. In this regard it must be fully appreciated by all supervisors that the Agency's manpower goals have not necessarily been reached when each of its components is within its personnel ceiling. Our repeatedly stated objective is to reach minimum levels of essential personnel coupled with a skills balance. As you can appreciate, the factor of time and program priority is continuously suggesting change in the mix. Therefore, the component which does not exceed its ceiling is in no way relieved from further responsibility for continuing aggressive action to achieve personnel economies which will assist you in meeting other DD/I or Agency requirements.

Lyman B. Kirkpatrick  
Executive Director-Comptroller

cc: Director of Personnel

BPAM/ [ ] /kfh (6 Nov 64)

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